

Exhibit 11

From: Polk, Barbara Jo <bpolk@admissions.unc.edu>
Sent: Tuesday, February 18, 2014 3:41 PM
To: Farmer, Stephen M <sfarmer@admissions.unc.edu>; UGA Associates <associates@admissions.unc.edu>
Subject: RE: Enrollment Diversity Benchmarks

Steve,

Thanks for sharing this information. I don't have any suggestions or concerns with the report as presented. We're clearly doing better than many of our peers. At the same time, we're not #1 in any category so we certainly have more work to do.

Barbara

From: Farmer, Stephen M
Sent: Monday, February 17, 2014 5:36 PM
To: UGA Associates
Subject: FW: Enrollment Diversity Benchmarks

All, fyi. I'd welcome your suggestions or concerns as well. Steve

From: Farmer, Stephen M
Sent: Monday, February 17, 2014 5:36 PM
To: Dean, Jr., James W.
Cc: Pinkney, Dwayne L; Tresolini, Carol P; Brown, Michelle; Strauss, Ronald P.; Elia, Jean Morton
Subject: Enrollment Diversity Benchmarks

Dear Jim and All:

Thank you for the advice and encouragement you offered this morning on the subject of diversity in undergraduate enrollment.

Attached please find a description of where we stand in comparison to three groups: our UNC GA-defined peer universities; the top 30 national universities, as ranked by US News; and the 60 US universities in the AAU.

The tables show where we rank within these three groups on five measures of enrollment diversity:

1. the percentage of all undergraduate students identifying themselves as American Indian;
2. the percentage identifying themselves as African American;
3. the percentage identifying themselves as Hispanic, Latino, or Latina;
4. the total percentage identifying themselves in any of these three ways;
5. the percentage of all undergraduate students receiving Pell Grants.

As a way of trying to gauge where we stand overall, the tables include one summary measure: where we rank within the three groups based on our average ranking on the five other benchmarks.

I hope this approach makes at least a little sense. I would welcome any suggestions or concerns you might have.

Steve



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ENROLLMENT DIVERSITY BENCHMARKS—SUMMARY

UNC SYSTEM-DEFINED PEER GROUP

Among the 16 universities in its UNC system-defined peer group, UNC-Chapel Hill ranks

- 2nd in enrollment of American Indian students
- 3rd in enrollment of African American students
- 7th in enrollment of Hispanic/Latino/Latina students
- 5th in enrollment of all underrepresented minority students
- 7th in enrollment of Pell Grant recipients
- 2nd overall based on its average ranking on these five benchmarks

TOP 30 NATIONAL UNIVERSITIES

Among the 30 national universities ranked highest by US News, UNC-Chapel Hill ranks

- 4th in enrollment of American Indian students
- 3rd in enrollment of African American students
- 17th in enrollment of Hispanic/Latino/Latina students
- 7th in enrollment of all underrepresented minority students
- 6th in enrollment of Pell Grant recipients
- 4th overall based on its average ranking on these five benchmarks

AAU UNIVERSITIES

Among the 60 U.S. universities in the Association of American Universities, UNC-Chapel Hill ranks

- 6th in enrollment of American Indian students
- 5th in enrollment of African American students
- 29th in enrollment of Hispanic/Latino/Latina students
- 16th in enrollment of all underrepresented minority students
- 28th in enrollment of Pell Grant recipients
- 7th overall based on its average ranking on these five benchmarks

ENROLLMENT DIVERSITY BENCHMARKS—PEER UNIVERSITIES

Among the 16 universities in its UNC-system-defined peer group, UNC-Chapel Hill ranks

- 2nd in enrollment of American Indian students
- 3rd in enrollment of African American students
- 7th in enrollment of Hispanic/Latino/Latina students
- 5th in enrollment of all underrepresented minority students
- 7th in enrollment of Pell Grant recipients
- 2nd overall based on its average ranking on these five benchmarks

School	Under- grads	American Indian	African American	Hispanic	Underrep- resented	Pell	Average Rank— Five Benchmarks						
The University of Texas at Austin	39,955	0.28%	5	4.41%	10	20.88%	1	25.58%	1	28.13%	3	4.0	1
University of North Carolina at Chapel Hill	18,503	0.56%	2	8.80%	3	8.32%	7	17.68%	5	20.58%	7	4.8	2
University of California-Los Angeles	27,941	0.18%	9	2.87%	13	17.52%	2	20.57%	2	36.17%	1	5.4	3
University of Southern California	18,316	0.16%	10	4.46%	9	13.77%	3	18.38%	4	22.65%	6	6.4	4
Duke University	6,655	0.53%	3	9.90%	2	6.39%	11	16.81%	6	14.43%	12	6.8	5
University of California-Berkeley	25,774	0.26%	6	2.44%	15	12.88%	4	15.58%	8	33.30%	2	7.0	6
University of Maryland-College Park	26,538	0.13%	14	12.13%	1	7.92%	9	20.19%	3	18.86%	8	7.0	6
University of Pennsylvania	11,678	0.25%	7	6.97%	4	8.57%	6	15.79%	7	14.27%	13	7.4	8
University of Washington-Seattle Campus	29,475	0.90%	1	2.64%	14	6.54%	10	10.09%	12	25.28%	4	8.2	9
Johns Hopkins University	6,023	0.15%	12	5.55%	7	9.07%	5	14.76%	9	13.48%	15	9.6	10
University of Minnesota-Twin Cities	34,469	0.34%	4	3.74%	12	2.77%	15	6.84%	15	22.92%	5	10.2	11
Northwestern University	9,376	0.11%	15	5.47%	8	7.98%	8	13.56%	10	13.77%	14	11.0	12
University of Virginia-Main Campus	15,822	0.14%	13	6.37%	5	5.49%	12	12.00%	11	12.40%	16	11.4	13
University of Michigan-Ann Arbor	27,979	0.16%	10	4.39%	11	4.03%	14	8.58%	13	16.32%	10	11.6	14
University of Pittsburgh-Pittsburgh Campus	18,429	0.06%	16	5.90%	6	2.40%	16	8.36%	14	17.62%	9	12.2	15
University of Wisconsin-Madison	30,301	0.23%	8	2.18%	16	4.42%	13	6.83%	16	16.29%	11	12.8	16

ENROLLMENT DIVERSITY BENCHMARKS—TOP 30 UNIVERSITIES

Among the 30 national universities ranked highest by US News, UNC-Chapel Hill ranks

- 4th in enrollment of American Indian students
- 3rd in enrollment of African American students
- 17th in enrollment of Hispanic/Latino/Latina students
- 7th in enrollment of all underrepresented minority students
- 6th in enrollment of Pell Grant recipients
- 4th overall based on its average ranking on these five benchmarks

School	Under-grads	American Indian	African American	Hispanic	Underrep-resented	Pell	Average Rank—Five Benchmarks						
Columbia University in the City of New York	7,814	0.54%	5	7.95%	4	14.29%	4	22.78%	2	20.62%	5	4.0	1
Stanford University	7,063	0.98%	2	6.24%	14	16.69%	2	23.91%	1	17.99%	8	5.4	2
Massachusetts Institute of Technology	4,503	0.31%	8	6.17%	15	15.26%	3	21.74%	3	20.12%	7	7.2	3
University of North Carolina at Chapel Hill	18,503	0.56%	4	8.80%	3	8.32%	17	17.68%	7	20.58%	6	7.4	4
Rice University	3,848	0.18%	18	6.57%	10	14.27%	5	21.02%	4	17.44%	9	9.2	5
Dartmouth College	4,193	2.36%	1	7.01%	8	7.89%	20	17.27%	8	15.09%	13	10.0	6
University of California-Los Angeles	27,941	0.18%	18	2.87%	28	17.52%	1	20.57%	5	36.17%	1	10.6	7
Yale University	5,405	0.65%	3	6.55%	11	10.05%	11	17.24%	9	13.57%	21	11.0	8
Cornell University	14,261	0.28%	10	5.81%	19	10.46%	8	16.55%	11	17.05%	10	11.6	9
Duke University	6,655	0.53%	6	9.90%	1	6.39%	25	16.81%	10	14.43%	16	11.6	9
University of Southern California	18,316	0.16%	22	4.46%	24	13.77%	6	18.38%	6	22.65%	3	12.2	11
Vanderbilt University	6,796	0.26%	12	7.59%	5	7.95%	19	15.80%	13	14.71%	14	12.6	12
University of California-Berkeley	25,774	0.26%	12	2.44%	29	12.88%	7	15.58%	15	33.30%	2	13.0	13
Brown University	6,435	0.26%	12	5.86%	18	10.15%	10	16.27%	12	14.51%	15	13.4	14
Emory University	7,656	0.20%	17	9.76%	2	5.42%	28	15.37%	16	22.64%	4	13.4	14
University of Pennsylvania	11,678	0.25%	15	6.97%	9	8.57%	15	15.79%	14	14.27%	17	14.0	16
Wake Forest University	4,815	0.27%	11	7.48%	6	5.44%	27	13.19%	23	12.40%	23	18.0	17
Princeton University	5,327	0.17%	21	7.36%	7	7.43%	22	14.96%	17	12.28%	25	18.4	18
University of Chicago	5,618	0.18%	18	4.50%	23	8.44%	16	13.12%	24	16.44%	11	18.4	18
Harvard University	10,564	0.23%	16	6.00%	17	8.60%	14	14.83%	18	10.80%	29	18.8	20
University of Notre Dame	8,475	0.42%	7	3.30%	27	9.95%	12	13.68%	21	12.03%	27	18.8	20
Johns Hopkins University	6,023	0.15%	24	5.55%	20	9.07%	13	14.76%	19	13.48%	22	19.6	22
Georgetown University	7,552	0.12%	26	6.17%	15	7.51%	21	13.80%	20	13.86%	19	20.2	23
California Institute of Technology	997	0.30%	9	1.71%	30	10.43%	9	12.44%	26	11.45%	28	20.4	24
Northwestern University	9,376	0.11%	28	5.47%	21	7.98%	18	13.56%	22	13.77%	20	21.8	25
University of Virginia-Main Campus	15,822	0.14%	25	6.37%	12	5.49%	26	12.00%	27	12.40%	23	22.6	26
Carnegie Mellon University	5,921	0.12%	26	5.46%	22	7.30%	23	12.87%	25	14.14%	18	22.8	27
University of Michigan-Ann Arbor	27,979	0.16%	22	4.39%	25	4.03%	30	8.58%	30	16.32%	12	23.8	28
Washington University in St Louis	7,259	0.11%	28	6.25%	13	4.79%	29	11.16%	28	7.43%	30	25.6	29
Tufts University	5,255	0.06%	30	4.03%	26	6.51%	24	10.60%	29	12.09%	26	27.0	30

ENROLLMENT DIVERSITY BENCHMARKS—AAU UNIVERSITIES

Among the 60 U.S. universities in the Association of American Universities, UNC-Chapel Hill ranks

- 6th in enrollment of American Indian students
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- 7th overall based on its average ranking on these five benchmarks

School	Under-grads	American Indian	African American	Hispanic	Underrep-resented	Pell	Average Rank—Five Benchmarks						
University of Florida	32,776	0.29%	20	8.03%	7	18.31%	5	26.63%	2	32.48%	9	8.6	1
University of Arizona	31,565	1.07%	1	3.22%	46	22.95%	2	27.24%	1	33.60%	7	11.4	2
Columbia University in the City of New York	7,814	0.54%	8	7.95%	8	14.29%	12	22.78%	6	20.62%	27	12.2	3
Stony Brook University	15,837	0.35%	12	6.72%	14	10.04%	21	17.12%	19	36.52%	5	14.2	4
Stanford University	7,063	0.98%	2	6.24%	22	16.69%	8	23.91%	5	17.99%	38	15.0	5
The University of Texas at Austin	39,955	0.28%	22	4.41%	37	20.88%	3	25.58%	4	28.13%	12	15.6	6
University of North Carolina at Chapel Hill	18,503	0.56%	6	8.80%	5	8.32%	29	17.68%	16	20.58%	28	16.8	7
Massachusetts Institute of Technology	4,503	0.31%	15	6.17%	23	15.26%	11	21.74%	8	20.12%	31	17.6	8
University of California-Davis	25,666	0.30%	17	2.28%	53	16.39%	9	18.97%	14	42.68%	2	19.0	9
Texas A & M University-College Station	40,103	0.30%	17	2.86%	48	18.12%	6	21.27%	9	21.65%	24	20.8	10
Rutgers University-New Brunswick	31,593	0.10%	57	7.51%	10	11.84%	16	19.45%	13	30.69%	10	21.2	11
University of California-Santa Barbara	18,977	0.15%	46	2.20%	54	24.24%	1	26.59%	3	37.18%	4	21.6	12
University of California-Los Angeles	27,941	0.18%	39	2.87%	47	17.52%	7	20.57%	11	36.17%	6	22.0	13
University of California-Irvine	22,216	0.17%	42	2.05%	56	19.72%	4	21.94%	7	40.01%	3	22.4	14
Yale University	5,405	0.65%	4	6.55%	17	10.05%	20	17.24%	17	13.57%	54	22.4	14
Rice University	3,848	0.18%	39	6.57%	16	14.27%	13	21.02%	10	17.44%	41	23.8	16
Duke University	6,655	0.53%	9	9.90%	2	6.39%	39	16.81%	20	14.43%	50	24.0	17
University at Buffalo	19,514	0.26%	25	6.59%	15	6.60%	37	13.44%	33	29.98%	11	24.2	18
New York University	22,498	0.33%	14	4.58%	33	9.57%	22	14.49%	31	21.05%	25	25.0	19
University of California-Berkeley	25,774	0.26%	25	2.44%	52	12.88%	15	15.58%	25	33.30%	8	25.0	19
Tulane University of Louisiana	8,357	0.37%	11	9.62%	4	5.59%	43	15.58%	25	16.59%	43	25.2	21
University of California-San Diego	22,676	0.19%	37	1.23%	60	15.77%	10	17.19%	18	46.08%	1	25.2	21
University of Southern California	18,316	0.16%	44	4.46%	36	13.77%	14	18.38%	15	22.65%	19	25.6	23
Cornell University	14,261	0.28%	22	5.81%	27	10.46%	17	16.55%	21	17.05%	42	25.8	24
Emory University	7,656	0.20%	35	9.76%	3	5.42%	46	15.37%	27	22.64%	20	26.2	25
University of Maryland-College Park	26,538	0.13%	51	12.13%	1	7.92%	32	20.19%	12	18.86%	36	26.4	26
Vanderbilt University	6,796	0.26%	25	7.59%	9	7.95%	31	15.80%	23	14.71%	48	27.2	27
University of Missouri-Columbia	26,960	0.31%	15	8.05%	6	3.05%	58	11.41%	41	22.64%	20	28.0	28
Brown University	6,435	0.26%	25	5.86%	26	10.15%	19	16.27%	22	14.51%	49	28.2	29
University of Pennsylvania	11,678	0.25%	29	6.97%	12	8.57%	27	15.79%	24	14.27%	51	28.6	30

School	Under- grads	American Indian	African American	Hispanic	Underrep- resented	Pell	Average Rank— Five Benchmarks						
University of Washington-Seattle Campus	29,475	0.90%	3	2.64%	49	6.54%	38	10.09%	48	25.28%	14	30.4	31
Michigan State University	37,354	0.27%	24	6.73%	13	3.53%	56	10.53%	45	25.14%	15	30.6	32
University of Kansas	19,169	0.56%	6	3.74%	42	5.91%	41	10.21%	47	22.22%	23	31.8	33
University of Oregon	20,809	0.63%	5	1.88%	57	7.03%	36	9.54%	51	26.44%	13	32.4	34
Harvard University	10,564	0.23%	30	6.00%	24	8.60%	26	14.83%	29	10.80%	59	33.6	35
Princeton University	5,327	0.17%	42	7.36%	11	7.43%	33	14.96%	28	12.28%	57	34.2	36
University of Colorado Boulder	25,941	0.46%	10	1.53%	59	8.89%	24	10.88%	43	17.76%	39	35.0	37
University of Rochester	5,785	0.29%	20	4.74%	32	5.51%	44	10.54%	44	19.05%	35	35.0	37
Georgia Institute of Technology-Main Campus	14,527	0.12%	52	6.44%	18	6.15%	40	12.71%	37	20.12%	31	35.6	39
Ohio State University-Main Campus	43,058	0.20%	35	6.27%	20	3.11%	57	9.59%	50	23.72%	17	35.8	40
University of Chicago	5,618	0.18%	39	4.50%	35	8.44%	28	13.12%	34	16.44%	44	36.0	41
Johns Hopkins University	6,023	0.15%	46	5.55%	28	9.07%	23	14.76%	30	13.48%	55	36.4	42
University of Illinois at Urbana-Champaign	32,281	0.10%	57	5.45%	31	7.43%	33	12.99%	35	20.50%	29	37.0	43
California Institute of Technology	997	0.30%	17	1.71%	58	10.43%	18	12.44%	38	11.45%	58	37.8	44
University of Minnesota-Twin Cities	34,469	0.34%	13	3.74%	42	2.77%	59	6.84%	58	22.92%	18	38.0	45
Case Western Reserve University	4,386	0.21%	33	4.58%	33	4.72%	50	9.51%	52	20.74%	26	38.8	46
Northwestern University	9,376	0.11%	54	5.47%	29	7.98%	30	13.56%	32	13.77%	53	39.6	47
Brandeis University	3,588	0.14%	48	4.35%	39	5.88%	42	10.37%	46	20.18%	30	41.0	48
Carnegie Mellon University	5,921	0.12%	52	5.46%	30	7.30%	35	12.87%	36	14.14%	52	41.0	48
University of Virginia-Main Campus	15,822	0.14%	48	6.37%	19	5.49%	45	12.00%	40	12.40%	56	41.6	50
Boston University	18,306	0.11%	54	3.27%	45	8.75%	25	12.13%	39	14.79%	47	42.0	51
Iowa State University	25,553	0.21%	33	2.58%	50	3.86%	54	6.65%	60	24.29%	16	42.6	52
Purdue University-Main Campus	31,284	0.19%	37	3.31%	44	3.69%	55	7.19%	57	22.32%	22	43.0	53
University of Iowa	21,999	0.22%	32	2.53%	51	5.30%	48	8.05%	56	19.16%	34	44.2	54
Washington University in St Louis	7,259	0.11%	54	6.25%	21	4.79%	49	11.16%	42	7.43%	60	45.2	55
Indiana University-Bloomington	32,371	0.14%	48	4.16%	41	4.04%	52	8.34%	55	20.11%	33	45.8	56
Pennsylvania State University-Main Campus	39,192	0.09%	59	4.31%	40	5.33%	47	9.73%	49	18.80%	37	46.4	57
University of Michigan-Ann Arbor	27,979	0.16%	44	4.39%	38	4.03%	53	8.58%	53	16.32%	45	46.6	58
University of Pittsburgh-Pittsburgh Campus	18,429	0.06%	60	5.90%	25	2.40%	60	8.36%	54	17.62%	40	47.8	59
University of Wisconsin-Madison	30,301	0.23%	30	2.18%	55	4.42%	51	6.83%	59	16.29%	46	48.2	60